



Report to DIVERSITY COUNCIL

OHR ACTIONS

Diversity Strategic Plan

December 1, 2003

DIVERSITY STRATEGIC PLAN – ACTIONS FOR OHR (Page 1 of 2)

Strategies	Goals	Objectives/Steps	Measurement
Strategy 1: Develop employees to their maximum potential <i>Slide # 4</i>	Goal 1: Opportunities for growth exist equitably for all employees	Promote & expand mentoring opportunities (defined as Center-wide and directorate-wide formal mentoring programs)	# of mentoring opportunities available
		Facilitate career progression by providing opportunities for development -- work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences	Conduct time-in-grade survey every two years (determine when last survey conducted) # of opportunities available and # participating
Strategy 1: Develop employees to their maximum potential <i>Slide # 12</i>	Goal 2: Supportive environment exists for employee development	Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)	retention rates/turnover % of new supervisors taking New Supervisors training w/in 1 year of becoming supervisor # of management training
Strategy 2: Create an Inclusive Environment/ Culture <i>Slide # 17</i>	Goal 1: Environment is well-balanced and stress-reduced	Conduct exit interviews to identify issues contributing to attrition	# of interviews conducted survey results and resulting action plan

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Strategy One: Develop employees to their maximum potential

- Goal One: Opportunities for growth exist equitably for all employees

Objective/Steps

Promote and Expand mentoring opportunities
(defined as Center-wide and directorate-wide formal mentoring programs)

Promote & expand mentoring opportunities (Center-wide and directorate-wide formal mentoring programs)

FY03 GSFC Center-wide Mentoring Program

- ▶ Greenbelt: 70 participants (35 partnerships) /WFF: 12 participants (6 partnerships)
- ▶ Both programs include cross-gender, cross-ethnicity, and cross-skill group relationships, which are fostered through a systematic matching process.

Participant Demographic Summary							
Total Number Participating 82							
Ethnicity by Gender	White	Black	Hispanic	Asian or Pacific Islander	American Indian	Total	
Male	17	13	1	2	0	33	
Female	17	27	2	3	0	49	
Totals by Ethnicity	34	40	3	5	0	82	
Skill Mix	Professional Administrative	Engineer	Scientist	Technician	Wage Grade	Clerical	Total
	40	29	1	2	0	10	82
Age Group	20-29	30-39	40-49	50-59	60 and over	Total	
	8	25	30	14	5	82	

Non-Disability 73

Non-Targeted Disability 6

Targeted Disability 3

Promote & expand mentoring opportunities (Center-wide and directorate-wide formal mentoring programs)

■ Directorate Mentoring

- ▶ The Applied Engineering Technology Directorate (Code 500): There were 16 participants (8 partnerships) with diversity reflected in all categories, i.e age, race, gender, organizations
- ▶ The Flight Programs and Projects Directorate (Code 400) created a new process to support and track informal mentoring partnerships. There are currently 21 mentors and 6 mentees applications in the database.
- ▶ The Management Operations Directorate uses internal process for determining mentoring partnerships, then refers those partnerships to the Centerwide Mentoring Program
- ▶ Although the above Directorate Mentoring Programs are managed by the individual directorates, the Office of Human Resources (Code 110) collaborates with these organizations, via the GSFC Mentoring Advisory Group Influencing Change (MAGIC) to ensure program efficiencies via shared workshops, coaches, and other resources. The MAGIC team is comprised of representatives from Codes 110, 200, 400, 500 and Wallops.

■ Mentoring opportunities are also incorporated within developmental programs (e.g. Accelerated Leadership Program (ALP), Systems Engineering Education Development (SEED), et. al)

Strategy One: Develop employees to their maximum potential

- Goal One: Opportunities for growth exist equitably for all employees

Objective/Steps

Facilitate career progression by providing opportunities for development – work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Conduct time-in-grade survey every two years**

- Uncertain as to how this data is a viable measurement to address intent of the stated strategy/goal/objective
- OHR held meetings with AETD, GSFC Associate Director, Office of Chief Counsel and EEO to determine primary focus for generation of time-intensive data
- Recommend use of NASA data cubes to obtain data
- Recommend using Individual Develop Plan survey feedback as measurement

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ Number of opportunities available and Number participating

Upward Mobility Programs, GLES and PMDE							
NASA Senior Executive Service Candidate Development Program (SESCDP)				Goddard Leadership Education Series (GLES)			
Leadership Development Program (LDP)				Project Management Development Emprise (PMDE)			
NASA Fellowships							
Participant Demographic Summary							
Total Number Participating: 129							
Ethnicity by Gender	White	Black	Hispanic	Asian or Pacific Islander	American Indian	Total	
Male	42	24	2	4	0	72	
Female	38	13	1	5	0	57	
Totals by Ethnicity	80	37	3	9	0	129	
Skill Mix	Professional Administrative	Engineer	Scientist	Technician	Wage Grade	Clerical	Total
	44	76	6	3	0	0	129
Age Group	20-29	30-39	40-49	50-59	60 and over	Total	
	1	44	69	13	2	129	
Non-Disability 124		Non-Targeted Disability 5			Targeted Disability 0		

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ Number of opportunities available and Number participating

Academic Programs	
Undergraduate Study Program	Research and Study Fellowship Program

Participant Demographic Summary Total Number Participating 134							
Ethnicity by Gender	White	Black	Hispanic	Asian or Pacific Islander	American Indian	Total	
Male	40	12	4	4	1	61	
Female	29	42	1	1	0	73	
Totals by Ethnicity	69	54	5	5	1	134	
Skill Mix	Professional Administrative	Engineer	Scientist	Technician	Wage Grade	Clerical	Total
	49	54	7	7	0	17	134
Age Group	20-29	30-39	40-49	50-59	60 and over	Total	
	33	49	40	9	3	134	

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ Detail Assignments

- ▶ GSFC launched a pilot of the Goddard Opportunity Bulletin Board System (GOBBS) in Codes 200 and 500. GOBBS is a vehicle which facilitates details and rotational assignments.
- ▶ The Professional Development Center provides assistance to employees by identifying and researching potential detail or developmental assignments (via conversations with HRMS, directorate points of contact, detail opportunity postings, etc.)
 - » 528 Individual Career Coaching Sessions
 - » 654 Participants in Professional Development Center Career Related Workshops

Strategy One: Develop Employees to their Maximum Potential

- Goal 2: Supportive Environment Exists for Employee Development

Objectives/Steps

Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)

Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)

■ **Individual Development Planning (IDP)**

- ▶ 16 IDP Supervisor Workshops offered by Professional Development Center
 - » Only Nine sessions held due to poor response
 - » 35 participants (Ranging from 3-6 participants in each session)
- ▶ Two Global E-Mail Announcements issued in October and March 2003 requiring Supervisors to offer employees a meeting at least once per year, to discuss and/or establish an IDP
- ▶ An Employee Opinion Survey on IDPs is scheduled for release in January 2004. More attention is required to ensure that managers are developed and prepared to hold effective developmental discussions with employees
- ▶ A brown bag panel discussion entitled “Developing Your Human Capital: Strategies for Successfully Motivating and Retaining Your Employees” is scheduled for December 4

Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)

■ Retention Rates/Turnover

- ▶ Existing attrition data available on the OHR web page (<http://ohr.gsfc.nasa.gov/wfstatistics>) will be augmented with attrition rates by end of calendar year
- ▶ Uncertain as to how this data is a viable measurement to address the intent of the stated strategy/goal/objective
- ▶ OHR held meetings with AETD, GSFC Associate Director, Office of Chief Counsel and EEO to determine primary focus for generation of time-intensive data
- ▶ Recommend use of NASA data cubes to obtain data
- ▶ Recommend using Individual Develop Plan survey feedback as measurement

Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)

% of New Supervisors taking New Supervisors Training within 1 year of becoming a supervisor

- ▶ 33 new supervisors in FY03
 - » 9 or 27% attended GLES
 - » 16 or 48% attended EO for Supervisors

- ▶ For FY04 the following courses included in the New Supervisory Curriculum to be rolled out in December will meet this objective:
 - » **Transition to Supervisor**
 - » **Transition Meeting with Staff**
 - » **Facilitated Peer Coaching**
 - » **Foundations of Supervisory Leadership**

Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)

■ **Number of Management Training**

	GSFC sponsored programs 32 courses offered through Leadership/Management Call			Agency sponsored programs 5 courses offered through Leadership/Management Call			
Participant Demographic Summary Total Number Participating <u>184</u>							
Ethnicity by Gender	White	Black	Hispanic	Asian or Pacific Islander		American Indian	Total
Male	99	14	8	13		0	134
Female	35	10	3	2		0	50
Totals by Ethnicity	134	24	11	15		0	184
Skill Mix	Professional Administrative	Engineer	Scientist	Technicia n	Wage Grade	Clerical	Total
	63	117	2	1	1	0	184
Age Group	20-29	30-39	40-49	50-59		60 and over	Total
	0	42	92	43		7	184

Non-Disability 178

Non-Targeted Disability 6

Targeted Disability 1

Strategy Two: Create an Inclusive Environment/Culture

- Goal One: Environment is well-balanced and stress-reduced

Objectives/Steps

Conduct exit interviews to identify issues contributing to attrition

Conduct exit interviews to identify issues contributing to attrition

- **Number of interviews conducted**
- **Survey results and resulting action plan**

- Currently developing an Anonymous Web-based tool.
 - » The tool will collect data to assist Center Management in understanding why people are leaving.
 - » Employees will have the option to either have a personal exit interview, complete a hard copy for inputting by OHR Staff and/or complete the interview via the web.
 - » The tool will consist of various questions in a variety of forms. The tool will be available in the second quarter of FY04.

Strategy Two: Create an Inclusive Environment/Culture

- Goal Three: Employees and supervisors are educated on diversity and its value to the GSFC mission

Objectives/Steps

Incorporate and strengthen diversity awareness in supervisory, management, leadership and developmental courses

Incorporate & strengthen diversity awareness in supervisory, management, leadership and developmental courses

■ % of courses that include diversity awareness

- ▶ Diversity awareness is integrated within GSFC Leadership Development Programs
- ▶ For FY04 the following courses included in the New Supervisory Curriculum to be rolled out in December will meet this objective:
 - » Foundations of Supervisory Leadership
 - » Detailed Administrative Briefings
 - » Goddard Leadership Education Series (GLES)
- ▶ Currently designing an integrated leadership development strategy
 - » Alignment with Agency Objectives
 - » Efficient
 - » Produce the “right kind” of leaders to connect with people, inspire change, transform the culture and achieve mission success

■ Participant feedback on measure of success

- ▶ Feedback is on overall programs

Strategy Two: Create an Inclusive Environment/Culture

- Goal Three: Employees and supervisors are educated on diversity and its value to the GSFC mission

Objectives/Steps

Make diversity training courses and other in-house resources (videos, books, periodicals) available for employees

Make diversity training courses and other in-house resources available for employees

■ **Number of Courses Available: 2**

Two Courses	
Leading Diverse Teams to Excellence 13 Participants - March 4, 2003 at WFF	Cultural Competency Workshop 16 Participants - April 22, 2003 at Greenbelt

Participant Demographic Summary							
Total Number Participating 29							
Ethnicity by Gender	White	Black	Hispanic	Asian or Pacific Islander	American Indian	Total	
Male	9	3	2	1	1	16	
Female	11	1	0	1	0	13	
Totals by Ethnicity	20	4	2	2	1	29	
Skill Mix	Professional Administrative	Engineer	Scientist	Technician	Wage Grade	Clerical	Total
	7	19	1	2	0	0	29
Age Group	20-29	30-39	40-49	50-59	60 and over	Total	
	2	5	11	11	0	29	

Non-Disability

26

Non-Targeted Disability 2

Targeted Disability 1

Strategy Three: Work towards being an Employer of Choice

- Goal Three: Management is accountable for developing and maintaining a diverse workforce

Objectives/Steps

Conduct interviews to monitor success of recruitment efforts and identify areas of improvement

Conduct interviews to monitor success of recruitment efforts and identify areas of improvement

■ Number of Interviews Conducted

- **In November, 2002, data was collected from 51 respondents out of 90 freshouts surveyed**
 - » Freshouts hired from FY 99 through FY 02
- **Objective of survey to assess**
 - » whether or not our entry level hires were attracted to GSFC as a result of our recruitment
 - » what motivated them to accept our offer of employment
- **Survey will continue to be distributed to employees as they enter on duty, after revised questions are developed and used for an Education Pipeline study (tentatively FY04Q2),**

Conduct interviews to monitor success of recruitment efforts and identify areas of improvement

■ Basic Results of Interviews Conducted

- **Top 3 Reasons Contributing to Decision to Work at GSFC:**
 - »Nature of Work/Responsibility (25%)
 - »Work Environment (19%)
 - »Continued Education/Training Opportunities (10%)
 - »Geographical Location (10%)
- **Least 3 Reasons Contributing to Decision to Work at GSFC:**
 - »Clubs / Social Activities (18%)
 - »Daycare Facility (15%)
 - »Fitness Facility (14%)
- **Other Offers Considered:**
 - »Yes (61%)
 - »No (39%)

Strategy Three: Work towards being an Employer of Choice

- Goal Three: Management is accountable for developing and maintaining a diverse workforce

Objectives/Steps

Strengthen diversity in Performance Plans (EPCS) for supervisors and managers

Strengthen diversity competency in Performance Plans (EPCS) for Supervisors and Managers

- Critical Element for diversity developed by EEO/OHR not yet implemented due to recent Agency guidance
- In support of the President's Management Agenda/ Human Capital, the Agency developed performance requirements that link to the Agency mission for all SES, non-SES supervisors and non-supervisors
 - » New requirements must be implemented throughout more than 60% of the Agency by July 2004
- New requirements have been incorporated into all SES plans in 2003
- The goal is to implement a consolidated Diversity element that reflects NASA Headquarters requirements & GSFC's new language by March 2004

Strategy Three: Work towards being an Employer of Choice

- Goal Three: Management is accountable for developing and maintaining a diverse workforce

Objectives/Steps

Managers and supervisors utilize multi-rate feedback and assessment

Managers and supervisors utilize multi-rater feedback and assessment

- Supervisory Feedback implemented September 2001, continues to provide an opportunity for supervisors to receive constructive feedback from their employees in seven areas:
 - » Accountability
 - » Change Orientation
 - » Diversity
 - » Financial/Technical Management
 - » Human Resources Management
 - » Organization Communication
 - » Teamwork

Managers and supervisors utilize multi-rater feedback and assessment

- It continues to be essential for employees to provide feedback to supervisors so that their input can be utilized in supervisory development.

	FY01	FY02	FY03
Supervisors receiving feedback:	111	184	145
Surveys completed:	878	1,301	1,011

Strategy Three: Work towards being an Employer of Choice

- Goal Three: Management is accountable for developing and maintaining a diverse workforce

Objectives/Steps

Develop programs to enable employees to better balance home and worklife to enhance job performance and to retain a diverse & competent workforce.

*New *

Quality of Worklife (QWL)

- **Developed a communication plan for Quality of Worklife (QWL) programs to assure awareness of and foster Goddard's amenities and opportunities**
 - Program focal point identified and program established in Career Development and Employee Worklife Office.
 - QWL website established displaying inventory of GSFC benefits, amenities, clubs, programs, recreational activities, etc.
 - Inaugural “QWL Expo” events held in Greenbelt in March 2003 and Wallops in October 2003.
 - Announcement distributed to all employees providing follow-up to QWL Survey response and advertising QWL Program.

Quality of Worklife (QWL)

■ Alternative Work Arrangements (Work Schedules & Telework)

- ▶ Work Schedule and Telework GPG's outlining new policies are in final stages of approval cycle; implementation and roll-out planned to coincide with the FY04 leave year
- ▶ Telework IT Infrastructure Working Group formed to examine and improve infrastructure issues.

■ Lactation Program expanding

- ▶ Currently 4 lactation facilities available at Greenbelt and 1 at Wallops.
- ▶ Created posters advertising lactation units and posted in all Ladies' Rooms at Greenbelt and Wallops.
- ▶ Two additional facilities to be available at Greenbelt by end of October 2003.
- ▶ Construction to begin in upcoming months for three additional Greenbelt facilities and design/development phase in progress for one additional facility.

Quality of Worklife (QWL)

■ Referral service made available to GSFC employees

- Contracted for service, launched in April, 2003, providing confidential information related to elder and dependent care, health and wellness, financial and legal services, and educational needs.
- Service available through web or phone.
- Initially approved as 12 month pilot.
- Reviewing use/quality of service for possible extension of pilot.

■ Infant daycare

- Prepared Statement of Work for contractor to assess feasibility and provide comprehensive proposal for infant daycare for employees at Greenbelt.
- PR and RFP out for vendor solicitation.

Quality of Worklife (QWL)

- **In addition to the traditional and regulatory benefits, the Center offers numerous amenities and benefits to our employees to include:**
 - » On-site Credit Union and ATMs
 - » On-site Daycare
 - » GEWA Clubs
 - » Health Unit and Fitness Center
 - » Fruit Truck
 - » Transportation Subsidy
 - » Advisory Committees
 - » GEWA Store
 - » Recreation Center
 - » Colloquia
 - » Employee Assistance Program

Quality of Worklife (QWL)

■ Improve awards and recognition program

- ▶ Awards process was reviewed and awards refinement was implemented October 2002.
- ▶ Awards informational brochures distributed to employees.
- ▶ Participated in Agency Awards Review Study Team; implementation of recommendations will be worked with PDRI recommendations as appropriate.

Participant Demographic Summary						
GSFC Honor Awards -Total Number Participating <u>47</u>						
Ethnicity by Gender	White	Black	Hispanic	Asian or Pacific Islander	American Indian	Total
Male	24	4	3	1	0	32
Female	12	2	1	0	0	15
Totals by Ethnicity	36	6	4	1	0	47
GSFC Awards of Excellence - Total Number Participating <u>29</u>						
Ethnicity by Gender	White	Black	Hispanic	Asian or Pacific Islander	American Indian	Total
Male	14	2	1	0	0	17
Female	9	2	0	1	0	12
Totals by Ethnicity	23	4	1	1	0	29



Report to DIVERSITY COUNCIL

OHR ACTIONS

Diversity Strategic Plan

December 1, 2003

Back Up Slides

Back Up Slides

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Number of opportunities available and Number participating**

- Leadership Development Program (LDP) - 2 participants
 - » **1 Female**
 - > 1 White
 - > 1 Professional Administrative
 - » **1 Male**
 - > 1 White
 - > 1 Professional Administrative
- Overall Age
 - » 40 range = 2

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Number of opportunities available and Number participating**

- ▶ NASA's 2003 Fellowship Program - 5 participants
 - » **2 Female**
 - > 2 White
 - > 2 Engineers
 - » **3 Male**
 - > 3 White
 - > 2 Professional Administrative; 1 Engineer
- ▶ Overall Age
 - » 30 range = 1; 40 range = 3; 50 range = 1

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Number of opportunities available and Number participating
- Senior Executive Service**

- **NASA SESCDP – Class of 2002 (7 GSFC participants out of approximately 35 participants civil service-wide)**
 - » **3 Female**
 - > 3 White
 - > 1 Professional Administrative; 2 Engineers
 - » **4 Male**
 - > 1 African American; 1 Asian/Pacific; 2 White
 - > 3 Engineers; 1 Computer Scientist
- **Overall Age**
 - » 40 range = 5; 50 range = 2
- **Reassignments to SES**
 - » 2 assigned, 1 pending

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

**■ Number of opportunities available and Number participating
- Leadership Development**

- Broadened Leadership Development Program call awareness via Centerwide Announcements, open house sessions, emails, and call for nominations to Directors of
- GLES – October 6-11, 2002 (27 participants)
 - » **11 Female**
 - > 3 African American; 1 Asian/Pacific; 7 White
 - > 9 Professional Administrative; 1 Engineer; 1 Technician
 - » **16 Male**
 - > 4 African American; 1 Asian/Pacific; 1 Hispanic; 10 White
 - > 1 Professional Administrative; 14 Engineers; 1 Scientist
- 2 Non-Targeted Disability
- Overall Age
 - » 30 range = 7; 40 range = 17; 50 range = 3

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Number of opportunities available and Number participating
- Leadership Development**

- GLES – May 18-23, 2003 (29 participants)
 - » **10 Female**
 - > 3 African American; 1 Asian/Pacific; 6 White
 - > 3 Professional Administrative; 6 Engineers; 1 Scientist
 - » **19 Male**
 - > 3 African American; 1 Asian/Pacific; 15 White
 - > 5 Professional Administrative; 11 Engineers; 2 Scientists; 1 Technician
- 1 Non-Targeted Disability
- Overall Age
 - » 30 range = 9; 40 range = 17; 50 range = 2; 70 range = 1

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Number of opportunities available and Number participating
- Leadership Development**

- Project Management Development Emprise (PMDE) - 20 participants
 - » **13 Female**
 - > 3 African American; 8 White; 1 Asian/Pacific; 1 Hispanic
 - > 7 Professional Administrative; 6 Engineers
 - » **7 Male**
 - > 2 African America; 4 White; 1 Hispanic
 - > 2 Professional Administrative; 5 Engineers
- 1 Non-Targeted Disability
- Overall Age
 - » 30 range = 10; 40 range = 10

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Number of Leadership Training**

▸ Leadership Alchemy Program (LAP)

» **19 Participants**

» **9 Female**

> 4 African American; 5 White

> 8 Professional Administrative; 1 Engineer

> 1 Non-Targeted Disability

» **10 Male**

> 2 African American; 1 Asian/Pacific; 7 White

> 1 Professional Administrative; 8 Engineers; 1 Scientist

» **Overall Age**

> 30 range = 7; 40 range = 8; 50 range = 4

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Number of Leadership Training**

▸ Accelerated Leadership Program (ALP)

» **20 Participants**

» **8 Female**

> 6 White

> 2 Asian/Pacific

» **12 Male**

> 12 African American

» 3 Professional Administrative; 16 Engineers; 1 Technician

» 20 range = 1; 30 range = 10; 40 range = 7; 50 range = 1; 60 range = 1

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Number of opportunities available and Number participating
- Academic Programs**

▸ **Undergraduate Study Program (41 participants)**

» **37 Female**

- > 11 White (1 engineer, 5 professional administrative, 5 clerical)
- > 25 African Americans (1 engineer, 14 professional administrative, 10 clerical)
- > 1 Hispanic (clerical)

» **4 Male**

- > 3 White (2 engineer, 1 technician)
- > 1 African American (professional administrative)

» **Overall Age**

- > 20 range = 19; 30 range = 11; 40 range = 9; 50 range = 1

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Number of opportunities available and Number participating - Academic Programs**

▸ Part-time Graduate Study Program (78 participants)

» **34 Female**

- > 17 White; 16 African American; 1 Asian/Pacific
- > 1 Clerical; 1 Scientist; 11 Engineers; 21 Professional Administration)

» **44 Male**

- > 27 White; 8 African American; 4 Asian/Pacific; 4 Hispanic; 1 American Indian
- > 37 Engineers; 7 Professional Administration

» **3 Disability**

» **Overall Age**

- > 20 range = 14; 30 range = 35; 40 range = 23; 50 range = 6

Facilitate career progression by providing opportunities for development (work assignments, upward mobility programs, GLES, PMDE, detail assignments, academic programs and professional conferences)

■ **Number of opportunities available and Number participating
- Academic Programs**

- Research and Study Fellowship Program (8 participants)
 - » **1 Female**
 - > White (scientist)
 - » **7 Males**
 - > White (2 engineers, 5 scientists)
 - » **Overall Age**
 - > 40 range = 3; 50 range = 2; 60 range = 3
- Wallops Refocusing Initiative (7 participants)
 - » **1 Female**
 - > 1 African American (1 Engineer)
 - » **6 Male**
 - > 3 White (3 Technicians)
 - > 3 African American (3 Technicians)
 - » **Overall Age**
 - > 30 range = 2; 40 range = 5

Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)

- **New Supervisory Curriculum being rolled out in December to include the following Components:**
 - » **Administrative Briefings** [provides new supervisors with information regarding procedures and requirements as it pertains to the administrative aspect of their job (i.e., leave/work schedules, performance management, recruiting, staffing/hiring, etc.)]
 - » **Transition to Supervisor** (workshop to help supervisors navigate the transition from their previous role to the role of supervisor)
 - » **Transition Meeting with Staff** (provides an opportunity for the new supervisor to communicate and clarify his/her expectations for the work unit)
 - » **Facilitated Peer Coaching** (small groups of 3-5 new supervisors would become a peer coaching group which would meet periodically to focus on issues and problems they are currently experiencing)
 - » **Performance Management** [course reviews the GSFC requirements for performance review; supervisors will have an opportunity to learn and practice some of the basic skills of performance management utilizing the required GSFC formal requirements]

Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)

■ **New supervisory curriculum includes the following modules (continued):**

- » **Foundations of Supervisory Leadership** (course covers the fundamental elements of supervision in the areas of assigning, delegating and tracking work, and core interpersonal communication skills; key elements include, but not limited to situational leadership; giving and receiving feedback; getting good information from others; diversity awareness)
- » **Detailed Administrative Briefings** (provides detailed information on critical administrative areas which supervisors are responsible outside of the Human Resource functional area – I.e., EEO, diversity, procurement, safety & health, security, legal, etc.)
- » **Managing Effective Meetings** (provides concrete tools and methodologies to both run and participate in meetings)
- » **Equal Opportunity (EO)** (purpose of this training is to review some of the basics of EO and to provide a toolkit for supervisors to help them identify and resolve employees issues as they occur)
- » **Goddard Leadership Education Series (GLES)** (culmination program after one year of functioning as a supervisor; supervisors receive results from a 360-degree feedback instrument; content areas include team development, managing and appreciating diversity; participants take part in leadership and teaming activities, and management exercises, etc.)

Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)

■ **Number of Management Training**

- 32 Courses Offered through Leadership/Management “Call” (GSFC-sponsored – i.e., AMA, Brookings, OPM, etc.)

- » **124 Participants**

- » **46 Female**

- > 9 African American; 1 Asian/Pacific; 1 Hispanic; 35 White
- > 25 Professional Administrative; 21 Engineers
- > 3 Non-Targeted Disability

- » **78 Male**

- > 9 African American; 10 Asian/Pacific; 6 Hispanic; 53 White
- > 14 Professional Administrative; 61 Engineers; 1 Scientists; 1 Technician; 1 Wage Grade
- > 1 Non-Targeted Disability

- » **Overall Age**

- > 30 range = 27; 40 range = 64; 50 range = 29; 60 range = 4

Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)

■ **Number of Management Training**

- 5 Agency-sponsored courses offered through Leadership/Management “Call” – i.e., BEP, MEP, etc.
 - » **60 Participants**
 - » **22 Female**
 - > 1 African American; 1 Asian/Pacific; 2 Hispanic; 18 White
 - > 13 Professional Administrative; 9 Engineers
 - > 1 Non-Targeted Disability
 - » **38 Male**
 - > 5 African American; 3 Asian/Pacific; 2 Hispanic; 28 White
 - > 11 Professional Administrative; 26 Engineers; 1 Scientist
 - > 1 Non-Targeted Disability; 1 Targeted Disability
 - » **Overall Age**
 - > 30 range = 15; 40 range = 28; 50 range = 14; 60 range = 3

Make diversity training courses and other in-house resources available for employees

■ Number of Courses Available: 2

■ Number of People Attending

- **“Leading Diverse Teams to Excellence” (offered at WFF) March 4, 2003 (13 participants)**
 - » **5 Female**
 - > 5 White
 - > 3 Professional Administrative; 2 Engineers
 - » **8 Male**
 - > 2 African American; 6 White
 - > 6 Engineers; 2 Technicians
- **0 Disability**
- **Overall Age**
 - » 30 range = 2; 40 range = 4; 50 range = 7

Make diversity training courses and other in-house resources available for employees

■ **Number of Courses Available**

■ **Number of People Attending**

▸ **“Cultural Competency Workshop” – offered at Greenbelt as a “pilot” April 22, 2003 (16 participants)**

» **8 Female**

- > 1 African American; 1 Asian/Pacific; 6 White
- > 4 Professional Administrative; 4 Engineers
- > 1 Non-Targeted Disability

» **8 Male**

- > 1 African American; 1 Asian/Pacific; 1 Native American; 2 Hispanic; 5 White
- > 7 Engineers; 1 Scientist
- > 1 Non-Targeted Disability; 1 Targeted Disability

▸ **Overall Age**

- » 20 range = 2; 30 range = 3; 40 range = 7; 50 range = 4

Directorate Summary reports

Diversity Council Meeting
December 1, 2003

End of Year report

- Accomplishments
- Plans for the next year
- Progress towards the Center's diversity strategy
- Any associated activities